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If you are interested in Dr. Marks and the NTIRE team providing implicit bias training for your agency, please send an email to bryant.marks@ntire.training.

NTIRE
The National Training Institute on Race and Equity

The Hidden Biases of Good People: Implications for State of California Government Leaders and the Communities They Serve

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- A matter of perspective…

- (optical illusion: face looking ahead and to the side simultaneously)

COUNTY OF LOS ANGELES CALIFORNIA

CITY OF LOS ANGELES FOUNDED 1781

DISTRICT ATTORNEY COUNTY OF LOS ANGELES JUSTICE

UCLA BRUINS

USC Marshall
School of Business

LOS ANGELES COUNTY
DEPARTMENT OF MENTAL HEALTH
hope. recovery. wellbeing.

COUNTY OF RIVERSIDE
Established 1893
Riverside County, California

POLICE OFFICER
LOS ANGELES POLICE
LAPD

CSU The California State University

UCDAVIS
Continuing and Professional Education

D·C·F·S

1ST LA
first 5 la
Giving kids the best start

Liberty Hill

LOS ANGELES AREA
CHAMBER OF COMMERCE

CALIFORNIA ASSOCIATION OF BLACK SCHOOL EDUCATORS
CABSE

THE J. PAUL GETTY MUSEUM

SOUTHERN CALIFORNIA GRANTMAKERS
LUCAS MUSEUM

KAISER PERMANENTE

A little about me

- Born in the Bronx raised in Queens (Mets fan)
- Dad was a Mississippi cotton-picking champion & preacher; Mom is a daughter of Harlem and nurse
- B.A. from Morehouse College: Psychology major, economics minor
- Had a barber shop in my fresh/soph dorm room
- M.A. / Ph.D. from University of Michigan in Social Psychology
- Pledged a KAPsi (cane master); modeled in fashion shows
- 2 appts w/Obama Admin; DOJ, DOE, the White House
- 3 of the 6 cars I've owned were made by Hyundai
- Huge Shark Tank fan
- Allergic to watermelon
- Was an MC/rapper; was in the studio with Jay Z (before he was "Jay Z") when we were teenagers; also been a party hyper, spoken word artist, teacher, preacher, and trainer

Implicit Bias: Questions of the Day

1. What is diversity, equity, inclusion (DEI) and implicit bias (IB)?

2. How does IB affect DEI in the real world?

3. Why does implicit bias exist?

4. How is implicit bias measured?

5. How can implicit bias be reduced / managed at the personal and organizational levels?

Key Terms

- **Diversity:** includes all the ways in which people differ: race, ethnicity, and gender, age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance, diversity of thought (i.e., ideas, perspectives, and values). We also recognize that individuals affiliate with multiple identities. (ProInspire)

Key Terms

- **Equity:** providing individuals and groups with the appropriate resources and support for their particular situation that will allow them to experience similar opportunities and outcomes as other groups. Equity is NOT equality—giving everyone the exact same level of support or resources regardless of their situation.

Equality vs. Equity
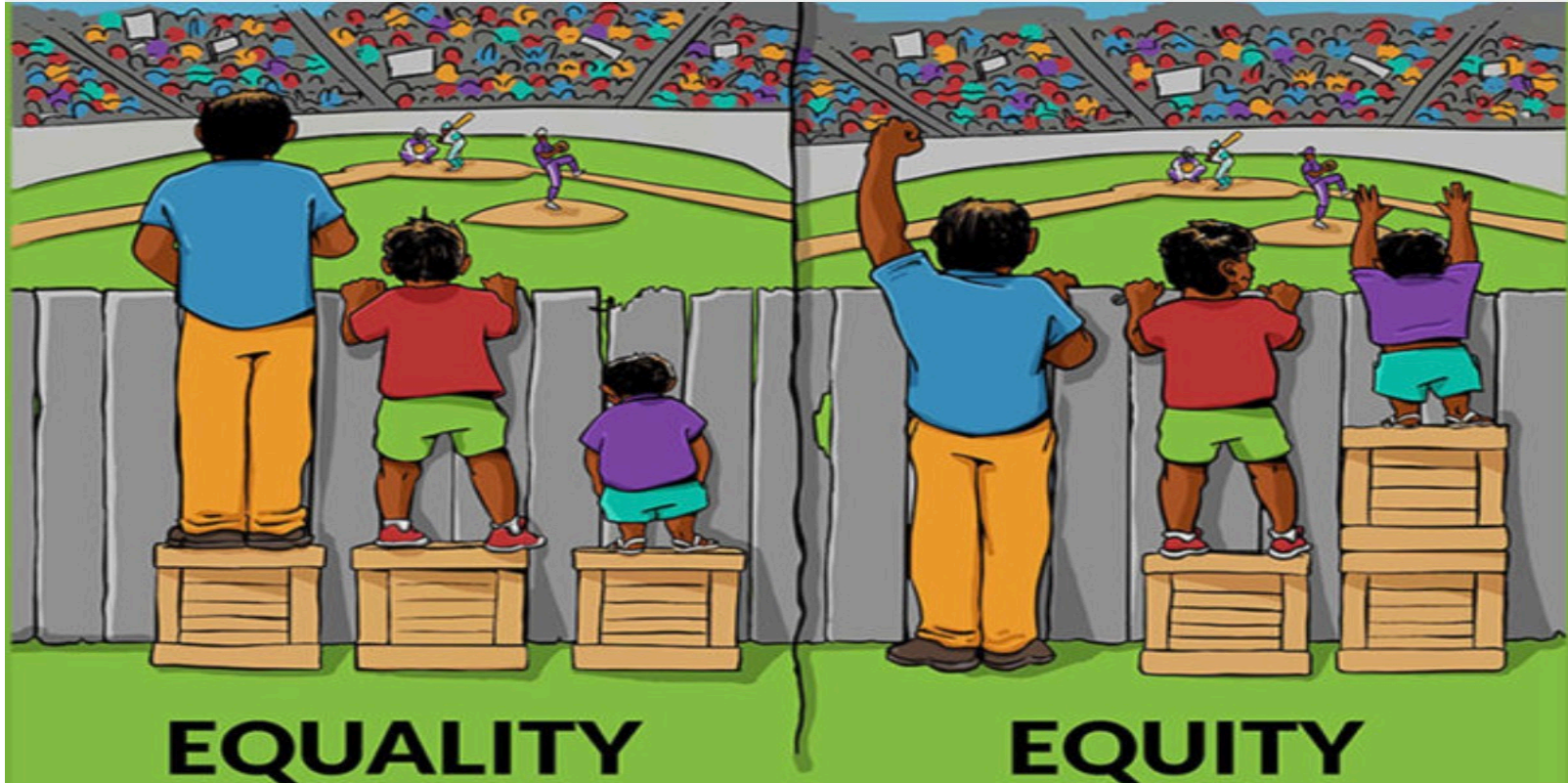
Key Terms

- **Inclusion:** the act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate regardless of their role or rank.

- We are not a nation of immigrants...

The Statue of Liberty was created to celebrate freed slaves, not immigrants, its new museum recounts →

Who is Californian?   "California"
- Derives from a 16th Century romance novel written by a Spanish author Garcia Ordonez de Montalvo
- An island, very close to the Garden of Eden, full of gold, which was ruled by strong and beautiful black women
- Queen was named "Califia" or "Khalifah"
- City of Los Angeles. founded by 44 settlers: Native Am's, Blacks, Mestizos, and two Spaniards.

Benefits of Diversity, Inclusion, and Equity

- Better decisions
- Broadens the perspectives of group members
- Increased likelihood of meeting organizational mission and goals

Who/what is better?

Beatles or Rolling Stones

Kobe or LeBron

A raise or promotion

Health or Wealth

The Accident

We all have biases...

...but the impact of our biases on others depends on the roles we play in society

1. What is implicit bias?

Key Terms

Stereotypes: a generalization about a group in which identical characteristics are assigned to all members of the group, regardless of actual variation among the members (e.g., gender, elderly, professors)

- Stereotypes: Beliefs that associate groups with traits

  - New York City People = Rude

Prejudice

Prejudice: a *positive or negative* attitude, judgment, or **feeling** about a person that is generalized from attitudes or beliefs (stereotypes) held about the group to which the person belongs; a prejudgment that involves liking or disliking (e.g., registered sex offender)

- Prejudice tends to be based on social comparison with other groups in which one's group is the point of reference (the norm/ideal)

Social Tactic: Notice difference, but do not assign value (judging something to be inherently better or worse)

Discrimination

Discrimination: negative or positive behavior toward someone based on positive or negative attitudes one holds toward the group to which that person belongs; it's the behavioral manifestation of prejudice (e.g., job opportunities; legislation; interest rates) .

Implicit Bias Defined

- **Implicit Bias:** Implicit bias refers to stereotypes that affect our feelings, attitudes, understanding, actions, and decisions in an unconscious manner. These biases, which encompass both favorable and unfavorable assessments, are activated involuntarily and without an individual's awareness or intentional control. (LAC's working definition adapted from the Kirwan Institute, Ohio State Univ.)

    – Can happen at the thinking (stereotypes), feeling (prejudice), or behavioral (discrimination) levels.

Implicit Bias Findings

- We all have biases, but the impact of our biases on others depends on the roles we play in society
- Implicit bias is more prevalent than explicit bias because our minds are cognitive machines that encode and store many associations between groups and traits that we have not consciously processed
  - We have biases toward numbers, shapes, and colors
  - In the U.S.: race, gender and age
- Implicit bias is a stronger predictor of day to day behavior than explicit bias because much of our behavior/thoughts are automatic
- The potential impact of implicit bias on behavior can be over-ridden by conscious effort

Common Biases and Targets

- Most bias arises from external characteristics
    - Racial bias (Racism)
    - Gender bias (Sexism)
- Arabs and Muslims
    - Prejudice and discrimination increased in U.S. after September 11, 2001
- People who are overweight
- LGBTQ communities
- Undocumented individuals
- Americans' strongest negative bias is toward elderly people followed by obese people

What does implicit bias look like in the real world?

All things being equal yet unequal…

- Taller employees receive higher wages than their shorter counterparts (Schick & Steckel, 2015)

- Qualifications being equal (credit score, financial history, income, etc.), Blacks and Hispanics were less likely to be approved for **mortgages**, and paid higher interest rates on when they were approved (U.S. Housing and Urban Development report, 2000)

All things being equal yet unequal…

- Previous performance being equal, K-12 teachers have lower expectations and display less social comfort with Af Am students than White students (various researchers)

- Symptoms being equal, African Americans and some subgroups of Latinos, were less likely to receive most effective treatment for illnesses, even after matching them on income and insurance coverage (Nat'l Academy of Sciences' *Unequal Treatment* report, 2002; *Sanchez-Birkhead et al., 2011, Casabassa et al., 2014, Davies, 2011*)

All things being equal yet unequal…

- People who show negative implicit bias towards Latinos are more likely to oppose both illegal **AND** legal immigration (Perez, 2015)

- Regular weight job applicants were less likely to be recommended to be hired for a job when they were seen (photo) sitting next to an obese applicant than when sitting alone or next to a regular weight person. (Hebl & Mannix, 2003)

All things being equal yet unequal…

- Crime and circumstances being equal, Af Am's are more likely to be stopped, searched, arrested, receive poor plea deals, convicted, receive longer sentences, receive the death penalty, declined probation and declined a pardon (DOJ/BJS, U.S. Census, Stanford Univ., multiple academic and journalistic studies)

- Non-Blacks perceive young Black men as bigger (taller, heavier, more muscular) and more physically threatening (stronger, more capable of harm) than young White men. (Wilson, Hugenberg & Rule, 2017)

Why does implicit bias exist?

Why Bias Exists

- **Minimal group effect**: In-group favoritism occurs even when group membership is random

- **Competition** over scarce resources leads to intergroup hostility and conflict (gas, food, water)

- **Bias and self-esteem:** If other groups are inferior, my group ("I") must be superior

- **Rationalization for Oppression**: powerful group retains power through use of stereotypes and prejudices

- **Socialization/Exposure**: we learn it
  - Influence of family, teachers, peers, media, and experience (your fiancé)

- **Lack of exposure** to the diversity within other groups .

How is implicit bias measured?

Measures of Implicit Bias

- **The Implicit Associations Test (IAT):** measures the strength of subconscious associations between concepts/groups (e.g., Hispanic people, gay people) and evaluations (e.g., good, bad) or stereotypes (e.g., athletic, clumsy)

- The IAT is not perfect, but it does correlate with certain implicit and explicit behaviors.

Sexuality IAT

Sexuality (**'Gay - Straight' IAT**). This IAT requires the ability to distinguish words and symbols representing gay and straight people. It often reveals an automatic preference for straight relative to gay people.

Native IAT

Native American (**'Native - White American' IAT**). This IAT requires the ability to recognize White and Native American faces in either classic or modern dress, and the names of places that are either American or Foreign in origin.

Age IAT

Age (**'Young - Old' IAT**). This IAT requires the ability to distinguish old from young faces. This test often indicates that Americans have automatic preference for young over old.

Gender-Career IAT

Gender - Career. This IAT often reveals a relative link between family and females and between career and males.

Race IAT

Race (**'Black - White' IAT**). This IAT requires the ability to distinguish faces of European and African origin. It indicates that most Americans have an automatic preference for white over black.

Skin-tone IAT

Skin-tone (**'Light Skin - Dark Skin' IAT**). This IAT requires the ability to recognize light and dark-skinned faces. It often reveals an automatic preference for light-skin relative to dark-skin.

Weapons IAT

Weapons (**'Weapons - Harmless Objects' IAT**). This IAT requires the ability to recognize White and Black faces, and images of weapons or harmless objects.

Presidents IAT

Presidents (**'Presidential Popularity' IAT**). This IAT requires the ability to recognize photos of Barack Obama and one or more previous presidents.

Asian IAT

Asian American (**'Asian - European American' IAT**). This IAT requires the ability to recognize White and Asian-American faces, and images of places that are either American or Foreign in origin.

Weight IAT

Weight (**'Fat - Thin' IAT**). This IAT requires the ability to distinguish faces of people who are obese and people who are thin. It often reveals an automatic preference for thin

How can implicit bias be managed/ reduced?

Five Promising Practices for Reducing IB: Personal Level (Devine et al., 2012)

1. Individuation

This strategy relies on preventing stereotypical conclusions by obtaining specific information about group members (Brewer, 1988; Fiske & Neuberg, 1990).

- Using this strategy helps people evaluate members of the target group based on personal, rather than group-based, attributes
  - Group: hometown, race, occupation
  - Personal: interests, hobbies, favorite movie/color/book/musicians; clothing, style, tech preferences, apps

Five Promising Practices for Reducing IB: Personal Level (Devine et al., 2012)

2. Perspective taking

This strategy involves taking the perspective in the first person of a member of a stereotyped group.

- Perspective taking increases psychological closeness to the target group, which decreases automatic group-based evaluations (Galinsky & Moskowitz, 2000). (Black male brand)

- Usually requires communication, understanding, and some level of empathy

Matters of perspective

- (optical illusion: older couple looking at each other)

Five Promising Practices for Reducing IB: Personal Level (Devine et al., 2012)

3. Counter-stereotypic imaging

•Imagine in detail counter-stereotypic others (Blair et al., 2001).

•These others can be abstract (e.g., Muslim family eating dinner), famous (e.g., Muhammad Ali), or non-famous (e.g., a personal friend).

•The strategy makes positive exemplars salient and accessible when challenging a stereotype's validity.

Five Promising Practices for Reducing IB: Personal Level (Devine et al., 2012)

4. Stereotype replacement

- Replace stereotypical responses with non-stereotypical responses.

- Involves recognizing that a response is based on stereotypes (e.g., math teacher asking Asian students to join the math club on the 1st day of class); labeling the response as stereotypical, and reflecting on why the response occurred.

- Next, one considers how the biased response could be avoided in the future and replaced it with an unbiased response (Monteith, 1993)

Five Promising Practices for Reducing IB: Personal Level (Devine et al., 2012)

5. Increasing opportunities for positive contact

Positive contact w/other groups can alter perceptions of the group or directly improve evaluations of the group (Pettigrew & Tropp, 2006).

•Seek opportunities to encounter and engage in positive interactions with out-group members

•Interact with and/or develop genuine relationships with **several** out-group members; learn their history & culture

•Increased exposure to associations of outgroups and positive traits/achievements (to reduce Af Am bias: visit Nat'l Msm Af Am Hist/Culture; watch "13th"; read Nile Valley Civilizations by Tony Browder; watch Blackish; positive statistics)

Implicit Bias in the Workplace

The Employee Life Cycle

1. *Hiring*: job description, sourcing, recruiting, initial cut, interviewing, offer/negotiation, onboarding
2. *Talent/Skill Development*: mentoring, assignment profile, performance evaluations
3. *Promotion*: performance evaluations, succession planning ("grooming"), diversity push
4. *Exit*: resigning vs. retiring; who leaves and why

Take Home Messages

- We all have implicit biases, even toward our own group, but the impact of our biases on others is influenced by the roles we play in society

- IB has multiple causes, but exposure to associations of certain groups with specific traits is critical

- Implicit bias often, but doesn't always, affect our day to day feelings toward and treatment of others

- Data, not just emotions or anecdotes, reveal implicit bias

- Extreme behavior by a few members of a group (police) toward specific outgroups (racial minorities) can cause bias among outgroups (minorities not trusting police)

- It is easier to reduce biased behavior than biased thinking or feelings; start there, by implementing a few vital bias reducing strategies

Thank You!

- For a copy of this slide deck, or our email-list, please send e-mail to: admin@national.training with "slides from 9/16/19" in the subject line.

- Twitter: @DrBryantMarks

- Linked-In: Bryant Marks

- Facebook: Bryant T Marks

- In-person implicit bias trainings offered:

  - Half-day: 2-4 hrs

  - Full-day: 6-7 hrs